# Alberta Gaming and Liquor Commission

BUSINESS PLAN 2006-09

## THE ALBERTA GAMING AND LIQUOR COMMISSION

The Alberta Gaming and Liquor Commission (AGLC) operates under the authority of the *Gaming and Liquor Act*. Its structure includes:

- ***A seven-member board that is appointed by the government and reports directly to the Minister of Gaming***. The board develops gaming and liquor policy to ensure Alberta's gaming and liquor industries are well regulated and managed on behalf of the people of the province. The board ensures the powers and duties of the AGLC are appropriately carried out through the Chief Executive Officer. Board members also conduct hearings and make decisions respecting licences and registrations, and are responsible for any other functions assigned to it.

- ***An administrative arm with six divisions that manage the ongoing operations of the organization***. The Chief Executive Officer of the Commission's administration reports to the board and also fills the role of Deputy Minister of the Department of Gaming. This structure facilitates clear lines of communication and fosters ministry-wide sharing of resources and ideas. It ensures policy implementation is consistent and operations run effectively and efficiently.

The AGLC's role - through its board and administrative arm - is to administer the *Gaming and Liquor Act* and related legislation. The AGLC is responsible for regulating Alberta's charitable gaming activities and conducting and managing provincial gaming activities. It also controls the manufacture, importation, sale, purchase, possession, storage, transportation, use and consumption of liquor in Alberta.

## OUR VISION

As an agent of the Government of Alberta, we work to achieve the vision of the Ministry of Gaming:

*A province that strives to balance choice and responsibility in its gaming and liquor industries, uses revenues derived from these activities for the benefit of Albertans, and provides opportunity for competition and enhanced service in its gaming and liquor industries.*

## OUR MISSION

To ensure gaming and liquor activities in Alberta are conducted with integrity and social responsibility and to maximize long term economic benefits for Albertans.

## OUR VALUES

The AGLC is committed to operating according to the following values. We will:

1. Act with integrity and in a fair and impartial manner;
2. Balance social responsibility and economic benefit;
3. Foster clear, open and courteous communication with stakeholders;
4. Achieve excellence in customer service;
5. Nurture a working environment characterized by teamwork, collaboration, and open communication;
6. Embrace innovation and continuous improvement in our products, services and business processes; and
7. Serve as responsible stewards of assets entrusted to us, maintaining our accountability to the Province of Alberta.

## OUR CORE BUSINESSES

The AGLC has three core businesses:

1. License and regulate liquor activities.
2. License and regulate charitable gaming activities.
3. Conduct and manage provincial gaming activities.

The AGLC is also responsible through a memorandum of understanding with Alberta Revenue to provide enforcement and investigative services related to the *Tobacco Tax Act* and the *Fuel Tax Act*.

# CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

## Core Business One: License and regulate liquor activities

GOAL ONE 1

### Liquor activities are conducted with integrity and in a socially responsible manner

**What it means** The AGLC regulates all liquor activities in accordance with legislation, regulation and policy to ensure that liquor activities are conducted with integrity and encourage the responsible sale and consumption of liquor.

**Strategies**

1.1 Conduct regular reviews of policies in consultation with stakeholders to protect the integrity of liquor activities and ensure Alberta's liquor industry remains progressive and competitive.

1.2 Conduct inspections of licensed premises and investigate all complaints concerning liquor activities.

1.3 Ensure all liquor revenues are collected and distributed in a timely manner and in accordance with legislation and AGLC policy.

1.4 Ensure beverage container management within the liquor industry is conducted according to the Beverage Container Recycling Regulation.

1.5 Work in collaboration with the liquor industry, the Alberta Alcohol and Drug Abuse Commission (AADAC), government ministries, and other stakeholders to develop initiatives that encourage the responsible sale and consumption of liquor.

1.6 Work with government ministries, the liquor industry and other stakeholders to address Fetal Alcohol Spectrum Disorder.

1.7 Work in collaboration with the Alberta Solicitor General and Public Security, police services, municipalities and industry stakeholders to address the issue of violence in and around licensed premises and enhance the Alberta Server Intervention Training Program.

| Performance Measures | Last Actual (2004-05) | Target 2006-07 | Target 2007-08 | Target 2008-09 |
|---|---|---|---|---|
| 1.a Percentage of liquor licensees who comply with legislation, regulations and policy. | 93% | 95% | 95% | 95% |
| 1.b Percentage of Albertans surveyed who are satisfied that liquor is provided in a responsible manner. | 93% | 94% | 94% | 95% |

GOAL TWO 2

## Liquor licensing activities are effective and efficient

**What it means** Under Alberta's unique retail liquor model, the AGLC licenses and regulates the liquor industry according to the *Gaming and Liquor Act* and Regulation, other provincial and federal legislation and AGLC policies. The private sector operates the warehousing, distribution and retailing of liquor in Alberta.

**Strategies**

2.1 License eligible applicants in accordance with legislation and policies focusing on integrity and providing excellence in customer service.

2.2 Register liquor products to be offered for sale in Alberta to ensure compliance with provincial legislation, regulation and policy.

2.3 Educate licensees and registrants about the legislation, policies, and operating guidelines.

2.4 Ensure all agents and suppliers are aware of labeling, trademarks, and trade agreement requirements.

2.5 Enhance customer service through the implementation of electronic service delivery initiatives.

| Performance Measures | Last Actual (2004-05) | Target 2006-07 | Target 2007-08 | Target 2008-09 |
|---|---|---|---|---|
| 2.a Percentage of liquor licences and registrations completed within established timeframes. | 99.5% | 98% | 98% | 98% |
| 2.b Percentage of liquor industry clients who are satisfied with the level of service provided by the AGLC. | 95% | 95% | 95% | 95% |

## Core Business Two: License and regulate charitable gaming activities

GOAL THREE 3

## Charitable gaming activities are conducted with integrity and in a socially responsible manner

**What it means** The AGLC regulates all charitable gaming activities in accordance with legislation, regulation and policy to ensure that gaming activities are conducted with integrity and delivered in a manner that encourages responsible gaming.

**Strategies**

3.1 Conduct regular reviews of policies in consultation with stakeholders to ensure the integrity of gaming activities and to ensure policies are consistent with the views of Albertans.

3.2 Ensure charities receive all funds to which they are entitled, that the use of proceeds are reported in a timely manner and that proceeds are used for purposes consistent with the requirements of the *Criminal Code* (Canada) and AGLC Policy.

3.3 Conduct due diligence investigations including complete criminal and financial background reviews for all gaming facility licensees and gaming suppliers.

3.4 Conduct inspections and audits of gaming licensees and activities.

3.5 Investigate all complaints and alleged violations concerning gaming activities.

3.6 Work with the gaming industry, AADAC and other stakeholders to develop, implement and evaluate initiatives that encourage responsible gaming.

3.7 Ensure charities participating in gaming events are aware of responsible and problem gambling initiatives, programs and resources.

| Performance Measures | Last Actual (2004-05) | Target 2006-07 | Target 2007-08 | Target 2008-09 |
|---|---|---|---|---|
| 3.a Percentage of charitable gaming activities that are conducted in accordance with legislation, regulation and policy. | 99% | 95% | 95% | 95% |
| 3.b Percentage of charitable gaming financial reports produced within established timeframes. | 50% | 75% | 80% | 85% |
| 3.c Percentage of Albertans surveyed who are satisfied that the charitable gaming activity they participated in was provided fairly and in a responsible manner. | 94% | 95% | 95% | 95% |

## GOAL FOUR 4 Charitable gaming licensing activities are effective and efficient

**What it means** Charities and religious organizations benefit directly from the proceeds from casino, pull-ticket, raffle and bingo events. The AGLC licenses and regulates these gaming activities according to the *Gaming and Liquor Act* and Regulation and board policy.

**Strategies**

4.1 License eligible applicants in accordance with legislation and policies, focusing on integrity and providing excellence in customer service.

4.2 Ensure due diligence in the licensing process related to the eligibility of charitable organizations for charitable gaming licences and use of proceeds.

4.3 Enhance licensees' and applicants' understanding of gaming legislation and policies through the delivery of the Gaming Information for Charitable Groups (GAIN) program.

4.4 Work with First Nations to ensure First Nations have the opportunity to participate in the charitable gaming model.

4.5 Work with gaming operators, gaming suppliers and charities to ensure that charitable gaming activities maximize benefits to charities.

4.6 Enhance customer service through the implementation of electronic service delivery initiatives.

4.7 Inform Albertans about charitable gaming and its support of the non-profit and volunteer groups' community work.

| Performance Measures | Last Actual (2004-05) | Target 2006-07 | Target 2007-08 | Target 2008-09 |
|---|---|---|---|---|
| 4.a Percentage of charitable gaming licences and registrations completed within established timeframes. | 98.9% | 98% | 98% | 98% |
| 4.b Percentage of charitable gaming licensees who are satisfied with the level of service provided by the AGLC. | 96% | 95% | 95% | 95% |

## Core Business Three: Conduct and manage provincial gaming activities

GOAL FIVE **5**

### The availability and delivery of gaming products and activities are balanced with consumer demand, social responsibility, and economic benefit to Albertans.

**What it means** The AGLC is responsible for the conduct and management of all provincial lotteries in Alberta under the authority of the *Criminal Code* (Canada), other federal and provincial legislation and policy. The AGLC offers a variety of provincial gaming entertainment choices to Albertans, including video lottery terminals, slot machines, and electronic bingo. In collaboration with the Western Canada Lottery Corporation (WCLC), the AGLC also provides ticket lotteries and Keno. The AGLC is committed to ensuring that the availability of these gaming activities is balanced to meet the current and future needs of consumers, communities and Albertans.

**Strategies**

5.1 Ensure the product mix, allocation and distribution of electronic gaming is consistent with consumer demand.

5.2 Conduct research into consumer attitudes, preferences and informational needs to ensure quality gaming products and services are delivered in a socially responsible manner.

5.3 Evaluate responsible gaming features on electronic gaming terminals and other products to help players better manage their gaming experience.

5.4 Work with AADAC and the gaming industry to enhance the Voluntary Self Exclusion Program and ensure gaming retailers incorporate responsible gaming information and programs in gaming venues.

5.5 Work in collaboration with the gaming industry, other jurisdictions, AADAC and other stakeholders to develop, implement and evaluate initiatives that encourage responsible gaming.

5.6 Enhance the return to charities by providing opportunities for electronic gaming activities within the charitable gaming venues.

5.7 Work with gaming retailers to improve the awareness of the benefits from the Alberta Lottery Fund.

5.8 Ensure the AGLC is appropriately positioned to address gaming product trends, emerging technologies, and alternative distribution channels including the Internet.

| Performance Measures | Last Actual (2004-05) | Target 2006-07 | Target 2007-08 | Target 2008-09 |
|---|---|---|---|---|
| 5.a Percentage of Albertans satisfied with the availability of gaming products and activities. | 72% | 70% | 70% | 70% |
| 5.b Percentage of Albertans surveyed who are satisfied that the provincial gaming activity they participated in was provided fairly and in a responsible manner. | 86% | 85% | 85% | 85% |

GOAL SIX 6

## Gaming operations are effective and efficient and conducted with integrity

**What it means** The AGLC works with private sector retailers to deliver gaming entertainment choices in accordance with legislation and policy and to ensure provincial gaming operations are effective and efficient and conducted with integrity.

**Strategies**

6.1 Implement the approved direction regarding the WCLC and AGLC relationship.

6.2 Manage agreements with gaming retailers in accordance with legislation and policies, focusing on integrity and providing excellence in customer service.

6.3 Ensure effective asset management for all electronic gaming terminals and other gaming equipment.

6.4 Ensure the security and integrity of electronic gaming terminals and other equipment through tracking key performance indicators, responding to anomalies and investigating all complaints.

6.5 Enhance the functionality of gaming reporting systems and other business management systems.

6.6 Ensure resources and supporting technologies meet the service demands of the various gaming networks and the service expectations of retailers and consumers.

6.7 Educate retailers and operators about legislation, policies, and operating guidelines.

6.8 Liaise with other jurisdictions and industry to assess best practices and maintain the integrity of Alberta's gaming industry.

| Performance Measures | Last Actual (2004-05) | Target 2006-07 | Target 2007-08 | Target 2008-09 |
|---|---|---|---|---|
| 6.a Percentage of retailers satisfied with AGLC services related to VLTs, slot machines and ticket lotteries. | 97% | 95% | 95% | 95% |
| 6.b Percentage of gaming integrity issues resolved within established timeframes. | 95% | 93% | 93% | 93% |

# SUPPORTING CORE BUSINESSES AND CORPORATE OBJECTIVES

The strategies and actions that are undertaken to carry out the core businesses are supported by services in human resources, information systems and finance and administration, and services provided by the Department of Gaming in the areas of Strategic Services and Communications.

## HUMAN RESOURCE DEVELOPMENT STRATEGIES

The AGLC cares about its employees' health, their professional and personal development and the contribution they make to the community. The AGLC continues to align its human resource strategies with those of the government's Corporate Human Resource Development Strategy. Key strategies include:

- providing opportunities for employees to develop a healthy balance between their professional commitments and their personal lives by continuing to examine workload issues;
- attracting, motivating and retaining the right skill mix to achieve the organization's business objectives;
- providing opportunities for continuous learning to ensure the organization has the knowledge, skills and abilities to meet current business objectives and future challenges;
- ensuring the performance goals of individual employees are aligned with those of the organization;
- enhancing performance management processes and ensuring effective employee recognition practices are in place; and
- supporting continuity of operations and the professional development of employees through succession and career planning.

## INFORMATION SYSTEMS STRATEGIES

The AGLC is an innovative user of current technology in support of our business requirements. Key information system strategies include:

- protecting revenue streams and corporate data by maintaining all corporate and gaming systems with the highest levels of integrity, security and availability;
- identifying and implementing technology improvements that enhance current business requirements;
- investigating emerging technologies and developing applications to ensure that systems and infrastructure meet the growing and changing business requirements of the organization, including the need to proactively address threats emerging from new technologies; and
- supporting skills development among staff to ensure the tools are being used effectively and efficiently.

## FINANCE AND ADMINISTRATION STRATEGIES

The AGLC is committed to efficient and effective management of resources entrusted to it. The finance and administration functions encompass revenue collection and banking, financial reporting and payments, payroll, purchasing and liquor product pricing, property and asset management, external warehouse management and information security. Key strategies include:

- continuous improvement in business processes, reporting, and analysis to support overall financial management;
- developing, implementing and maintaining a corporate business resumption plan;
- enhancing the security and control for cash collection practices and treasury functions;
- liaising with retailers and consumers to resolve electronic gaming anomalies in a timely manner;
- integrating budget planning with the business and operational planning processes;
- maximizing utilization, maintenance and operations of facilities;
- ensuring financial compliance with federal and provincial legislation and regulations; and
- developing and implementing policies and consistent practices for the protection of sensitive information.